

MOUSA CONSULTING GROUP, INC

Sam E. Mousa, P.E.
President

July 2, 2019

Lori Hershey, Chairperson
Duval County School Board
1701 Prudential Drive
Jacksonville, Florida 32207

Re: Duval County Public Schools One-Half Cent Surtax Referendum

Dear Chairperson Hershey,

Thank you for inviting me and my colleague Tim Baker, Esq., to come visit with you to discuss the subject matter. We enjoyed meeting with you and learning more about your thoughts and processes concerning the proposed referendum. We are also grateful to you for providing us your full attention as we explained the issues and discussions surrounding the public debate as we see them, and how our involvement will gain full support and passage of the referendum. To that end, you asked us to provide you with a consulting proposal outlining our services with assisting Duval County Public Schools (DCPS) to a successful outcome.

Services will be provided thru Mousa Consulting Group, Inc. (MCGI), owned by me, a professional consulting engineer and past City of Jacksonville Chief Administrative Officer for ten (10) of my twenty (20) year city career. My career in the private professional engineering consulting sector spanned for over twenty-three (23) years. Most importantly, my experience includes the successful development, passage and implementation of two (2) major referendums in the City of Jacksonville; the Better Jacksonville Plan One-Half Cent Surtax for infrastructure improvements, and the City of Jacksonville Pension Reform One-Half-Cent Surtax that resolved the pension crisis that was facing our city. Each of these referendums required presentations to various legislative bodies and the general public, including the development and disclosure of significant financial and project development information, as well as working with financial advisors, engineers, architects and other private consultants in developing complete implementation plans.

My colleague Tim Baker is recognized as one of the top public opinion researchers and public communications specialists in Florida. An attorney and elections expert, Baker has been involved in winning voter referendums, political campaigns and public persuasion efforts at the local, state and federal level. He has been a trusted counselor to elected officials from Governors, Mayors, Senators, Members of Congress and Fortune 500 companies, providing counsel on public communications strategies, legal matters and public opinion. Baker has had an unmatched record of success over the last decade, particularly when it comes to winning campaigns and moving public opinion, especially in Northeast Florida. Baker has guided the two most recent local referendums in Duval County to success, including the historic pension reform campaign of 2016, which passed with a record 65% of the vote. Baker was a lead strategist for both of Lenny Curry's successful campaigns for Mayor of Jacksonville and served as a campaign advisor to 8 of the 19 current members of the Jacksonville City Council.

MCGI's consulting services proposal to DCPS are for advisory services before and after passage of the referendum, to include the below listed scope of services. Initial services are targeted at advising on developing detailed and complete presentation documents for public disclosure and debate, and thereafter providing project oversight advisory services during implementation of the program. All MCGI advisory

services will be conducted in coordination and cooperation with the DCPS Board Chair, Superintendent and DCPS consultant staff. This scope shall include:

- School project priority schedules, including identifying the projects in highest priority order and identifying the year in which the project will commence development. In addition, this schedule shall reflect complete project costs in the year in which the project will be developed as compared to present value cost (a reasonable inflation factor must be researched and disclosed when discussing future project costs). Furthermore, identifying actual construction and repair work that can commence very soon after receipt of surtax proceeds will be critical.
- Table of Organization consisting of DCPS leadership and executive staff, procurement and management staff, consulting engineers, architects and contractors in order to maintain and sustain the above-mentioned project priority schedules.
- Procurement means and methods, pursuant to applicable state statutes and DCPS policies that will be deployed for implementing all the projects. Disclosure of procurement and development schedules and timelines will be instrumental in justifying project development schedules and timelines to completing the entire program.
- Surtax cash-flow schedules reflecting the initial proceeds and anticipated growth of the tax over the life of the program. Disclosure of fail-safe mechanisms and reserves to compensate for any potential recession that will impact surtax proceeds.
- Comparison schedules reflecting the funding needs as required by the project priority schedule vs. the anticipated proceeds to be received in each given year. This exercise will dictate pay-go availability and shortages (if applicable), thus dictating when and how much debt to issue in order to maintain the project priority schedules. Debt management schedules vs. cash-flow schedules are a crucial component to this program.
- Assist with better defining DCPS's planned Citizen Oversight Committee, including the qualifications of the citizens to be appointed to the committee.
- MGCI will be the lead presenter to City Council, with the assistance of DCPS staff and consultants, in seeking approval to place the referendum on the ballot, in November of 2020.
- MGCI will be available to answer questions and/or provide any additional information as may be required to assist with passage of the surtax
- MGCI will provide one-on-one advocacy services to the Jacksonville City Council, other elected officials and civic group representatives for placing the referendum on the ballot and ancillary support thereafter for passage of the referendum.
- Upon passage of the referendum, MGCI will continue its consulting services in providing project advisory oversight services during implementation of the program. These services will include project development monitoring, schedule updates as necessary, financial analysis, and other required services to ensure progressive development.

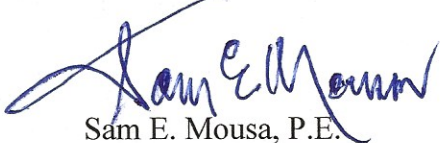
MGCI proposes to provide the above noted services for a contracted retainer amount of \$12,500 per month. This fee includes all direct and indirect costs and fees, including all travel related expenses. The term of the agreement shall be for a period of three (3) years, with two (2) one-year renewal options at the sole discretion of DCPS. The agreement shall terminate should the referendum not be placed on the November 2020 General Election ballot or should the ballot measure fail.

MGCI reserves the right to assign the contract to a subsidiary consulting firm in which MGCI has ownership interest. MGCI shall also reserve the right to subcontract all or certain services to a firm in which MGCI has ownership interest. Under either scenario, Sam E. Mousa, P.E., shall be the lead principal consultant and contact for all matters related to this proposal.

Ms. Hershey, we are pleased with the opportunity to provide you this proposal for our services. Our team's local government and private sector experience and success on past local referendums, as well as our strong, valued and trustworthy reputations and strengths of networking are invaluable assets for DCPS in securing this referendum. We are focused on assisting DCPS on achieving your desired results as soon as possible.

Please let me know if you have any questions or comments concerning this proposal. I am available to discuss at your convenience.

Sincerely,

A handwritten signature in blue ink, appearing to read "Sam E. Mousa". The signature is fluid and cursive, with a long horizontal stroke extending to the left.

Sam E. Mousa, P.E.
President

Cc: Tim Baker, Esquire